

CYA Today Interview: CYA Director Jerry L. Harper



CYA Today: How did you enter law enforcement?

Harper: A friend of the family suggested it to me. Actually, I originally thought about becoming a

criminologist and I was going to go to Berkeley, but instead I decided to go to Cal State Long Beach and take up a police science career or police science study. That is a lot different than criminology, which is basically why people commit crimes. Police officers aren't so concerned with why people commit crimes, they are just more interested in preventing another occurrence.

CYA Today: When did you decide it would be your career?

Harper: Basically, after I graduated from the Sheriff's Academy in 1962. I again thought about becoming a criminologist but I became a lot more interested in doing the practical side than regurgitating theories that had been discussed basically for decades, if not eons. There is a book out there, "The Roots of Evil" by **Christopher Hibbert**. It goes back several hundred years, and, in short, focuses on the cycles that go on between the conservative and the liberal thoughts on why people commit crimes and whether society should be strict and repressive — or understanding and constructive in its penology.

CYA Today: What most about your career in law enforcement appeals to you?

Harper: It is doing something worthwhile in my life. Doing work that is meaningful, I think is the most important thing.

CYA Today: What is your definition of leadership?

Harper: It's pushing and pulling and influencing people to do the right things for the right reasons.

CYA Today: Personal heroes?

Harper: **Mother Theresa** because of her humility and her ability to deal with the downtrodden. **Colin Powell** because of his integrity. **Tiger Woods**, of course. But basically people who overcome adversity and who have excelled despite it. The question of virtue or lessons, what lessons do you carry with you. It's a work ethic of being intense and focused and at the same time being able to keep a lot of balls in the air without dropping any. Not prejudging people or events until I have heard as many of the facts as I can reasonably hear.

CYA Today: What has been your toughest on-the-job career challenge and what did you learn from it?

Harper: Well, that one is basically a personal thing but it is basically busi-

ness related. I suffered from a depression, which happened 15 years ago. It was reported by a newspaper, the *Los Angeles Times*, prior to my coming on my job, so it is not a secret. I was very honest with the reporter. I was off for five months and the reason for that was that I basically overworked myself. I was working sixteen-hour days/seven days a week and thought nothing of it. Thinking that I could do that, that it wouldn't have an impact on me. As a result of that, I had a depression and it took me four or five months to get to a point where I could come back and resume my job. So that was probably the toughest personal career challenge.

Second, **Paul Myron** and I planning our department's part in the 1984 Olympics, which was incredibly challenging. One of the toughest challenges professionally that I ever had was the opening of the Twin Towers Jail in Los Angeles. When a lot of people said that we couldn't do it, we assembled a multi-jurisdictional team -- people from the Board of Supervisors Office, the Sheriff's Department, judges -- to work together and overcome a lot of distrust among the different agencies. And we did get it open; and we got it open for less than the operating budget that had been talked about, considerably less.

CYA Today: What about the California Youth Authority appealed to you most, when you were considering taking the job as director?

Harper: I would say that having leadership over a very important organization with a very critical, yet challenging, mission was what was very appealing about the job. The fact the governor asked me to take the job was very appealing to me and the fact that I know there are a lot of outstanding people on all levels and all ranks, both sworn and un-sworn in the Youth Authority and I've met a lot of those.

I knew that there was a number of those on board before I came. Because **Paul Myron**, who is one of my best friends in the whole world, was here six weeks before I was. **Paul** had met many of these people and had relayed the information to me. So I felt real comfortable in taking on the challenge.

CYA Today: In the short time you have been with CYA, have you made any initial assessments that make this different from any posts you have held?

Harper: No, I'd say the biggest challenge is trying to learn the state bureaucracy. It's different from the county bureaucracy and different doesn't mean that it is better or worse. It just means it's a unique bureaucracy. And so trying to figure out how best and most cost effectively to get things done is a challenge.

The other challenges have to do with what I think is, restoring the credibility of an agency that has been dam-

(Please see **Harper**, page 2)

The 1999 CYA Medal of Valor



Medal of Valor
Dennis Maldonado
Parole Agent III

Southern California Gang Information and Apprehension Unit (Glendale)

For extreme bravery in the apprehension of an armed suspect. His efforts during a long "stand-off" also prevented the necessity for other law enforcement officers to use deadly force to stop the young man determined to commit suicide.

California Youth Authority (CYA) Director **Jerry L. Harper** presented the CYA's Medal of Valor to Parole Agent **Dennis Maldonado** at the third annual presentation of the department's Medal of Valor ceremony on September 19, in Room 4203 at the State Capitol. The ceremony also honored 11 other individual staff members, three units, and one Department of Justice (DOJ) agent.

The staff from 10 different CYA locations throughout the state were honored for exceptional acts of heroism, bravery, and service beyond normal job expectations. Those who received the department's highest honors made significant contributions to the safety and security of the workplace and the community in 1999.

"It is a pleasure to honor those who have not hesitated to do the 'right thing' when tragedy strikes—often putting themselves at risk to save or help others," said Director Harper. "Today our world needs heroes more than ever...so it is with great pride that we celebrate the brave work of these individuals who have made a difference in our world."

The **Medal of Valor**, the CYA's highest honor, is presented to an employee that has shown distinguished action in the face of immediate and life-

threatening peril. In addition, the ceremony included the presentation of two **Gold Star** awards, four **Bronze Star** awards, five **Distinguished Service** medals (one was awarded posthumously), three **Unit Citations**, and a **Letter of Commendation**.

The CYA's Medal of Valor awards program was begun in 1997 with the support and cooperation of the California Correctional Peace Officers Association.

(Feature and pictures of the ceremony follow on page 2)

K-9 Feature



NYCC's K-9s are setting the standards for law enforcement dog teams in the field and in competitions.

Ax and handler **Andy Hererra** are ranked the top team in the northwestern states. Please see *CYA Today's* feature on page 5.

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Harper Q and A

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aged considerably, with the Legislature and the people.

Over the past four years we have seen a number of problems; at Stark with the trial for the murder of **Ineasie Baker**; at Ventura with the problems with the sexual harassment of female wards there; and the “Nelles-five” situation. We have had problems at Paso Robles and we’re still investigating those. So there have been a number of problems that the agency’s had, for various reasons, that seem to have caused the Legislature to have lost confidence in this agency.

So I think the biggest challenge is to restore the agency’s credibility and rebuild the confidence the public and the Legislature has in it before we try to take on things that are either nice to do or glamorous. I think we need to go back and make sure we are doing the basics correctly.

CYA Today: Have you discovered any surprises you did not anticipate when taking the job?

Harper: Not really, again this is just like any other major organization. You have a lot of good people in the organization and then you have problems. We’ve been discovered by the media in the last four years, where before I think the agency was really low profile. And we’ve been discovered several different ways but unfortunately most of the time the way the government bureaucracies are discovered is by way of negative publicity.

So again, I think there are no surprises based upon what is going on with the Los Angeles Police Department. Some of the problems that they are having and the problems they had in the past—my own department, the Sheriff’s Department. Others that have had problems in the past, include the NYPD—the New York Police Department, the California Department of Corrections they all had problems. And we are dealing with them even though we are under the gun and under the media eye.

CYA Today: What is your vision for the California Youth Authority?

Harper: I think the most important thing for the Youth Authority, again, is to restore its credibility as an agency with the Legislature, the governor, and the people. So that when we go to testify in front of the Legislature or when our officers testify in a criminal case, our word is trusted and our word is respected because we are the California Youth Authority.

I think that was the case some years ago, and I think that can and should be again. I think the vision has to do again, with re-establishing the basic Mission of the department, as very important, as critical to the people of California and to the employees of the agency.

CYA Today: What are the greatest challenges you see down the road in dealing with youth offenders?

Harper: Gangs, is something that pervades everything we do and every institution we have. How to deal with the gangs. The issue of segregation of gangs, the integration of the gangs and programming is a major issue right now as far as I am concerned. Another major issue, just as important is mental illness. We have an increasing number of wards with these issues. Both the personal anecdotes of YCOs and YCCs and supervisors, I’ve talked with, as well as some of the studies that have been done recently, indicate that currently a higher percent of our wards have suffered from a mental illness than in the past. Or that a higher percent-

age of them are now being sent to the YA with mental illness problems. This is not surprising.

I come from an institution—the Los Angeles County jail system—which is the largest in the country. And about three or four years ago, we had a situation where the federal government came in and discovered that we had a lot more mentally ill people than what we thought we did; and so we had to work cooperatively with the federal government to stay out of federal court. To avoid solving these issues can result in the agency losing control of its professional discretion over these matters.

We also have major challenges in regard to providing substance abuse treatment and sex offender treatment for an increasing number of people in the YA population.

CYA Today: We have had a drastic change in the CYA population these last eight years to a more violent youthful offender. Do you see this trend continuing or will it lessen in the future? Why is that?

Harper: Well I’m not ready to say that yet. I do believe that we do have an increasing number of wards with mental illness problems. We certainly have large numbers that have sex abuse and substance abuse problems. But I’m not sure the statistics are going to bear out that we have a more violent youthful offender. We may indeed have that, but I think before I commit to what seems to be common knowledge in the YA, I want to see more statistics because there seems to be some problems with some of the statistics that we gather. I think that we need to make sure that the statistics we gather are accurate and that we are gathering the right statistics, and that we interpret these statistics properly.

I’m not ready to agree that we have had a drastic change in the CYA population in terms of more violent youthful offenders. I think that is something that we need to study more and see in fact if that is the case, or whether we are dealing with stories that have caused a lot of people to believe that we have this happening. I think we need to deal with facts as well as perceptions, so that is what we will be doing.

CYA Today: Anything else you want to add or do you think we’ve covered everything?

Harper: Well, I think that one of the other things we will be looking at that will get some attention is that it appears we are travelling down two paths at the same time. At first glance, it will appear contradictory to people who are not intimately involved in it. We are receiving money from the Legislature and the governor. Again, to deal with mentally ill offenders, to deal with training for staff, to deal with sex abuse or sexual offenders, as well as to get more drug treatment beds. We are asking for money for those kinds of things.

At the same time we are going through a process where we are examining the existing programs, to see not only if we have resources and personnel committed, but also to see if we are making the best use of those resources in light of what may be some changing priorities.

So on one hand we are receiving money and on the other hand we are checking to see that we are using the resources we are spending money on now in the best way possible. It will take a while to do that—we are not going to be able to do that overnight.

(Please see **Harper**, page 3)



**Gold Star
Brian Bowers,**
Youth Correctional
Counselor,
South Coast Parole
for his bravery in handling a potentially life threatening situation, for himself, his partner, and a parolee they were arresting. He was congratulated by Southern Region Parole Administrator **Perry Brooks** and Sen. **Cathie Wright**.

Gold Star Cherie Ware,

Parole Agent I, South
Coast Parole
for her bravery in handling a potentially life threatening situation for her partner, the parolee they were arresting, and herself. She was congratulated by Director **Jerry L. Harper**.



Bronze Star Oreaser Brown, Jr.

Youth Correctional
Counselor,
O. H. Close YCF
for his quick and decisive action in saving a Youth Authority ward who was choking.
This is the second Bronze Star for Mr. Brown. He was also awarded a Bronze at last year’s ceremony.



Bronze Star Troy Gold, Jr.

Youth Correctional
Officer,
Pine Grove
Youth Correctional Officer
for his heroic efforts in two incidents. The first involved rescuing a man from an automobile accident that occurred along Highway 88 (Amador County), and the second was for his quick action and judgment that prevented a fire from spreading to homes.



Bronze Star Wayne Lew

Parole Agent II (Specialist),
Southern Gang Information and Apprehension Unit,
for efforts in preventing a suicide attempt by an emotionally unstable CYA parolee.



Harper Q and A

(From page 2)

It is going to take a lot of studying and debate. It may take us at the very minimum three or four months before we get to the point where we can begin to answer whether we are using our resources adequately or not.

One other thing. It has been obvious that we have had a great deal of media attention, primarily print, but some television attention and quite a bit of it.

Unfortunately, this has been negative in the last four or more years and so this has been followed by investigations at various institutions. Some of them rather narrow in scope, others quite broad ranging, particularly at Ventura and at Paso Robles. The morale of this agency, I think has been affected by that and I think that it is understandable.

As we continue toward correcting the problem, certainly some of the information is legitimate. There have been some problems, there have been people that we dismissed, there have been people we've fired and disciplined. There have been some lapses. On the other hand we have an abundance of outstanding people.

I want to say that I'm very opti-

mistic that we are going to make the changes we need to make and that this agency will regain its stature and that people will be proud to work here. But that is not going to take place overnight. The media is not going to go away overnight. They are going to continue to be interested in things like the trial of the ward who murdered **Ineasie Baker** and what was going on at YA four years ago and ask, are there problems today?

I think that we need to understand that, deal with them as best as we can, and make the changes that we need to make in policy, procedures, and training.

And by the same token, I think we need to harden the target. I think that we need to look for those things that can get us in trouble and preempt those. Anticipate where we may have problems and make sure that we are doing the right things so that we can't

be criticized.

So if anyone looks at how we are operating, then they will come away with a feeling that we have some very professional people trained to do a very, very difficult job with limited resources.

It's not easy to address all of these problems, at the same time and in a short time, it's going to take time. But over time, I'm confident that the negative publicity that the agency has received will lessen -- will turn for the better -- and that we will be able to get back to the business of running the CYA on the basis of what we were hired to do in the first place -- to provide security for the community.

The people of the state look to us for security from the standpoint that these wards should not escape. But by

*“The media is not going to go away overnight. They are going to continue to be interested in things like the **Ineasie Baker** murder trial and what was going on at YA four years ago and ask, are there problems today?”*

—Jerry L. Harper
Director

the same token a vast majority of them are going back out on the street and into the communities.

In many cases into the communities they came from and therefore we need to continue to do everything we can to adjust their attitudes. So that when they get back out they do not repeat the kind of crimes or any other crimes for which they would be re-committed to jail or prison or the CYA.

So it is quite a challenge, but I think this agency is up to it and the most important thing is that we are going to work together to get that done.

Editor's Note:

The Q&A feature was part of the original CYA Today editions. We will be utilizing this feature with key members of the CYA leadership team and other individuals in coming quarterly editions. This initial interview was conducted by Communications and Public Affairs Assistant Director George Kostyrko.

The 1999 Distinguished Service Awards (Continued)



Bronze Star Valvincent Reyes

*Parole Agent II (Specialist),
Los Angeles Metropolitan Parole,
for his quick and decisive action in preventing a suicide
attempt by a CYA parolee.*



Distinguished Service John Honesto

*Parole Agent II,
Stockton Parole,
for his innovative service to the department, especially for
the development and implementation of the original Public
Service Program, now replicated throughout the department.*



Distinguished Service David Bacigalupo (lt)

*Assistant Superintendent,
El Paso de Robles Youth Correctional Facility (Paso Robles),
for his outstanding work in the development and implementation of an innovative and effective
pre-parole program.*

Daniel Bittick (Second from rt)

*Senior Youth Correctional Counselor,
El Paso de Robles Youth Correctional Facility,
for his outstanding work in the implementation of the Camp Roberts Pre-Parole Program.*

Keith Cobb (not pictured)

*Parole Agent I,
Stockton Parole,
for his excellent and longstanding service to the department, especially in the victim
advocacy area. Mr. Cobb was not present at the ceremony.*



California Youth Authority Medal of Valor 2000

The criteria and nominations forms for the CYA Medal of Valor 2000 are in circulation now. Superintendents, regional administrators and supervising parole agents, and principals have all be given the materials needed to start looking for next year's honorees. If you know of an employee who has acted in the finest tradition, above and beyond their expected duties, contact your supervisors. Please remember that any act of heroism must have occurred between January 1, 2000 and December 31, 2000. Nominations for events that occurred in previous years or during 2001, will not be accepted. January 15, 2001 is the deadline for all nominations.

The CYAUnit Citations



First Watch

Heman G. Stark Youth Correctional Facility

This unit is being recognized for their group effort to save the life of a ward who had barricaded himself in a smoke and fire-filled room. The team members are: Dennis Cobarrubias, Kerry Goytia, Vivian Ibach, Anthony Jordan, Jerry Loya, Marc Madrid, and Cynthia Vasquez.



Clerical Staff

Inland Parole

This unit is being recognized for their team effort to assist a parole agent's wife when she called the office fearing she was suffering a heart attack. The clerical staff members are: (above l to r) So. Parole Administrator Perry Brooks, Yvonne Barela, Donna Garcia, Sen. Cathie Wright, Colleen Readinger and Jerry L. Harper.



Distinguished Service

(Posthumous)

Walt Jones

Assistant Deputy Director, Office of Prevention and Victims Services, for his outstanding leadership and service to the department throughout his career. Mr. Jones died in February 1999. Gail Jones accepted the award from Assemblyman Anthony Pescetti (R) and Director Jerry L. Harper.



Letter of Commendation

Director Harper presented a letter of commendation to Department of Justice Agent Dan Fleischer for his assistance to CYA staff in a potentially life-threatening incident. Agent Fleischer is from the City of Commerce DOJ office and is assigned to work with the CYA's Southern Gang Information and Apprehension Unit.



Stockton Parole Office

The entire parole office staff was recognized for their outstanding and cohesive team effort to reduce crime in their service community. Stockton Parole staff members are: Maria Adame, Kendrick Brown, Kathy Carbullido, Keith Cobb, Lorraine Friesen, Sabrina Gascon, John Honesto, Patricia Joshua, Ron Keeler, David Parraz, Laura Randle. (above l to r) Supervising Parole Agent Rachel Rios, Assemblyman Darrell Steinberg and Assistant Supervising Parole Agent Marco Reyna.

Commentary:

Unit Citations Exemplify CYA as a Team

The Unit Citations represent what I found to be the very best of the California Youth Authority (CYA). This observation isn't my own. Every individual medal award recipient, from the Medal of Valor to the Distinguished Service awards, expressed this point of view. In fact, some of them seemed uncomfortable, though proud, of their individual recognition.

The CYA is the largest youth correctional agency in the country with facilities, camps, and parole offices spread throughout the state. Yet, this agency's staff functions as a family. The wards and parolees they supervise, discipline and educate, are like their own family of wayward kids. They care for their safety and their future.

As we developed the awards and read the nominations of the recipients, as well as, those who were not recognized at the ceremony, the qualities of the CYA staff rose to the surface of my senses like the fragrance of jasmine on a warm summer night.

The main theme of each citation was that of a special group of people. They care. They care about their charges and the people of the state, and they care for each other's welfare, whether it is on the job, or on the outside. They rally around each other and their families, to celebrate their accomplishments, and to help in a time of need and crisis.

I have found this to be true at all ranks of staff -- from the leadership in Central Office, to the correctional officers, parole agents, clerical support, and the people who maintain our facilities.

Working on the *CYA Today* and the *Staff News* has provided me a unique vantage point from which to make these observations. I am the one who gets to read the stories and see the pictures of the CYA staff activities throughout the state. I get to see their work. I am the one that has to prod and dig out stories about staff hidden in their stories about a ward's accomplishments. Rather than provide me a story about a teacher who chiseled an award-winning poem out of a hardcore gangbanger, they brag about the young man or woman.

The year 2000 ushered in a new decade — a new century. We have a new administration; a new direction toward the same goal of turning around just one more young man or woman. It also opened the floodgates for an outflow of CYA staff who are retiring, and an influx of new staff replacing them.

Concern has been voiced about the commitment of the new people coming into the family. Will the children of the "Me-First" generation be willing to make the same sacrifices that it takes to place the mission to change young lives first, above personal comforts and pleasures, as those they are replacing?

I believe that most will because they have great examples to follow. The recipients of these awards stand as the very best to emulate. There are also our retirees, who never seem to "really" retire. They empty their offices on their last Friday, and a few weeks later they are back as annuitants.

I have worked for a number of state departments as an information officer. Never have I seen a department where my more than 18 years in state service is dwarfed, because CYA staff, for the most part, retire after 25, 30 and 40 years of service.

Certainly, the Medal of Valor Ceremonies recognize the top cats — of a staff made up of a very special breed of cats. And, although my role in this family isn't considered critical to its operation, I am never-the-less proud to be a member of the California Youth Authority family.

—Julio C. Calderón, Editor

CYA K-9s, Handlers are Making Their Mark as Law Enforcement Specialists



Ax is five years old and has been in the service three years.

When YCO **Bill Buhk** was recruited in 1987 to help start the California Youth Authority's K-9 corps at the Northern California Youth Correctional Center (NCYCC), it was an experiment for the department. The first dogs were donated or gotten free from other sources. The trainers were contracted trainers from outside the CYA. Mr. Buhk has been learning about dogs and handlers ever since.

Mr. Buhk was first teamed up with **Heidi**, a totally social shepherd, friendly and willing, almost enthusiastic about taking instructions and working with Mr. Buhk. "I thought this was going to be really easy," Buhk said. "Then I met my second dog." This is when he learned that each dog has a personality of his own, as do the handlers that come into the unit.

The K-9 teams are common place in the institutions at NCYCC. There are now five active teams at NCYCC, although one team, **Paul Castro** and **Buddy**, will be broken up because Mr. Castro is leaving the unit. There are also two teams now in Southern California. The Southern Californians operate from the Heman G. Stark Youth Correctional Facility. Their program started three years ago.

The K-9 teams are not cheap. What started out with donated dogs has evolved into an expensive program that now pays closer attention to breed, quality of breed, and breeders who have proven to produce more stable dogs for law enforcement work. These dogs now cost from the low range between \$3,000 to \$7,000, depending on breed-

ers and pedigree. Expensive? Yes, but well worth the expense for the dog and training for the dog and his handler.

Over the 13 years since the dogs were introduced to the CYA, they have proved their worth. First, in helping maintain a safe environment in the institutions. Second, in assisting parole operations where situations can be dangerous. A parolee may not care whether he physically attacks a parole agent, but when a K-9 team is present, attacking the arresting officers is just a fleeting thought.

The dogs are also valuable in drug and weapons searches. The Northern



Zeke is five years old and has been in service three years

California teams have been used extensively by other law enforcement agencies. Recently, the Southern California teams worked with federal drug agents and immigration officials at the Mexican Border crossing where they worked sniffing out drugs being smuggled in spare tires and inside auto walls.

The K-9 teams have been used extensively to search the institutions. They



Golda is the eldest of all CYA K-9s at six years of age.

search the living units, schools, work areas, shops, and they also do vehicle searches. They often discover drugs and contraband brought in by visitors.

Not long after the K-9 teams were established, the teams from NCYCC started entering competitions. The correctional officers and their dogs were competing with seasoned teams from police and sheriff's departments and the California Highway Patrol. "We weren't taken seriously in those days," Buhk said of the early competitions. "We weren't seen as "real" law enforcement teams because we were with the (Please See **K-9s** page 7)



Rocko is 4 years old and has been in the service 3 years.

25 Years of Service

Arturo Fernandez, assistant director, Equal Employment Opportunity, was congratulated by CYA Director Jerry L. Harper on reaching 25 years of service to the State of California. Mr. Fernandez's resumé of his 25 years of state service has covered a number of state departments. This broad experience has benefitted the CYA and his unit.



Juvenile Corrections

CYA Co-Hosts First-Ever National Symposium on Victim Services

The California Youth Authority (CYA), in conjunction with the National Center for Victims of Crime and the U.S. Department of Justice's Office of Victims of Crime, hosted the first-ever National Symposium on Juvenile Corrections-Based Victim Services in Sacramento on June 8 through June 10.

The session was opened Thursday, June 8 with welcoming remarks by CYA Director **Jerry Harper**.

"The national symposium on victim services was designed to provide opportunities for training, information exchange, and overviews of promising practices including some model programs pioneered by the California

Youth Authority," said Harper.

More than 100 juvenile correctional professionals participated in this three-day event led by national experts in the field of victim services.

The participants looked at several issues including: program development and implementation, public awareness and victim outreach, networking services and training, victim notification, victim impact statements, restitution, victim protection, responding to workplace violence and staff victimization, and current national and state public policies.

A fact sheet on CYA victim services is available at www.cya.ca.gov, or by contacting a victim coordinator.

CYA Donates \$100,000 to Aid Victim Organizations in San Joaquin County

California Youth Authority's (CYA) N. A. Chaderjian Youth Correctional Facility in Stockton presented \$18,000 to three local victim organizations earlier this year. Representatives from the Child Abuse Prevention Council, the Women's Center of San Joaquin County, and Survivors of Murder Victims accepted the contributions at a brief ceremony in the visiting hall at the facility. In addition, each organization provided a brief description of their agency and the services provided.

During the past six years more than \$100,000 has been raised and donated to various victim agencies, organizations and special funds in the San Joaquin County community. The staff and wards at N. A. Chaderjian Youth Correctional Facility have made awareness of crime victims a priority both in programming efforts and in donations to local organizations.

These acts of kindness have had a tremendous impact on the Stockton community," said N. A. Chaderjian Youth Correctional Facility Superintendent **Gary Maurer** (retired). "Staff and wards work together to create an environment that fosters positive attitudes and personal growth. There is no better evidence of this than the efforts that go into raising money for these victims organizations."

Each year N. A. Chaderjian staff and wards work to generate money through activities such as raffles, food

sales, car washes, ward runs, and silent auctions. As much as 80 percent of all money raised each year comes directly from ward contributions. The following are the organizations and amounts of the contributions they received from N.A. Chaderjian since 1993:

Child Abuse Prevention Council (\$52,333);

Women's Center of San Joaquin County(\$23,333);

Parents of Murdered Children (\$7,333);

Family and Friends of Murder Victims (\$7,500);

Survivors of Murder Victims (\$6,500); and two special funds established for the children of staff who died (\$3,000).

In addition to raising money, wards at N.A. Chaderjian also provide numerous other community services, including making Christmas ornaments for the annual Child Abuse Prevention Council's Adopt-a-Family program, buying shoes for homeless children, making toys for disadvantaged children, and rebuilding computers for local schools.

The CYA's commitment to involving victims in offender programming continues to grow. According to Maurer, offenders need to understand, and provide restitution for, the harm they have caused to victims, communities, their own families, and themselves.

Governor's 20th Annual Employee Safety Awards



YCO Troy Gold Jr., (pictured above with **Aileen Adams**, secretary, State and Consumer Services Agency) was recognized for his actions on July 21, 1999, when three youth had deliberately set a wildland fire at Pioneer Park in the city of Pioneer. Mr. Gold was at the park supervising a community service crew from the Pine Grove Youth Conservation Camp. Mr. Gold noticed smoke emanating from the perimeter of the park, directly adjacent to several residential buildings. He radioed the California Department of Forestry's dispatcher with an exact description of the fire, including a physical description of the three young boys he had seen running from the area. He then used his work crew (three wards) to cut an emergency fire line, preventing the fire from reaching the homes and delaying the spread until the fire units arrived. The citation read, "Due to Mr. Gold's quick thinking and decisive actions, the three youth were caught, the fire was put out, and a potential disaster was averted."

TTS Randy Shiflet, N. A. Chaderjian Youth Correctional Facility (Stockton) was recognized for his response to three staff 'gassings' in the first six months of 1999. In response to the problem, Mr. Shiflet developed two devices to protect staff from this type of assault.

The devices allow staff to feed and remove meal trays from the rooms through the food slots without the food slot opening. The citation read, "These devices have led to zero assaults of this type since they were developed, increasing staff morale and decreasing work related injuries."

The **Food Services Sections** at the Northern Youth Correctional Reception Center and Clinic (NYCRCC) in Sacramento and at the Northern California Youth Correctional Center (NCYCC) in Stockton were recognized separately for their innovations in safety.

NYRCC's citation was for their commitment to safety and security within the Food Services Section that resulted in the group achieving an accident-free record from June 1998 to July 1999. Daily training of wards, cleaning schedules, sight supervision, and adherence to accountability procedures, have contributed to creating a safer and more productive working environment for staff and wards alike.

The entire 70-member food services crew at the NCYCC was named in their citation. Because of their efforts during the three-year period between 1996 and 1999, accidents were cut in half and lost-time injuries were reduced by two-thirds.

The Governor's 20th Annual Employee Safety Awards were held on August 25, 2000, at the Sacramento Convention Center. Hundreds of award recipients, their families and friends crowded the room as their friends and co-workers received their certificates. Among them, were representatives from the California Youth Authority.

The awards are presented to State workers who have been vigilant in keeping their workplace safe. They were innovative in either developing new safety programs, or finding ways to improve the safety of their work area for themselves, fellow employees, or the public.

The Governor's Employee Safety Awards are part of the State Safety Program of the Office of Risk and Insurance Management, which is under the Department of General Services. The awards were presented to the recipients by **Aileen Adams**, secretary, State and Consumer Services Agency.



As a work group, Food Services consistently keeps safety as a main focus by holding monthly safety meetings, contributing safety tips to the food service newsletter, including safety concerns in written work orders, and holding monthly safety meetings, contributing safety tips to the food services newsletter, including safety concerns in written work orders, and holding a yearly safety awards of their own.

The Food Service Section staff of all institutions and camps work closely with wards around extreme temperatures, heavy equipment, and sharp instruments to prepare the thousand of meals daily required to feed the wards of the CYA.

An Open Message from YA Safety Office

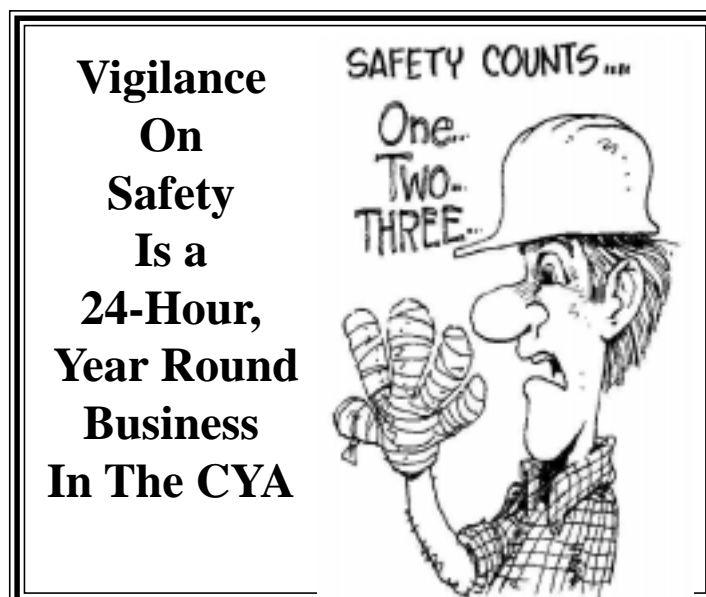
The well-trained correctional officer may go through his or her career working with thousands of wards in dangerous situations and never suffer an injury. The fact that they are trained to be alert for handling these situations makes this possible. However, that same officer may be hurt because a piece of equipment was not properly stored. Safety on the job means more than protecting yourself and peers from dangerous wards. It means being vigilant of your workspace for anything that makes for an unsafe work environment. This is the message the California Youth Authority's Safety Office is charged with projecting to staff.

The Safety Office at Headquarters consists of **Frank Gomes**, Staff Services manager I; **Jeremiah Peacock**, Workers' Compensation and Safety specialist; **Barbara Henry**, Workers' Compensation and Safety specialist; **Malayna Babb**, Safety Office technician; and **Tami Bell**, secretary. Mr. Gomes shares the secretary position with the Labor Relations Office.

The Safety Team at headquarters primarily handles, through the Departmental Injury and Illness Prevention Program (IIPP), a myriad of Safety and Workers' Compensation Issues. The Safety Team handles bill analyses when proposed legislation effects this department in the safety arena. This office is also responsible to track all injuries, accidents and illnesses. By keeping a database the Safety Team is able to highlight the greatest safety concerns. Once done, the design of training at various levels to create a successful program of Injury Prevention is possible.

The Safety Team travels to various sites and assists in safety matters as well as hearings and meetings in regards to workers' compensation. In addition, the Safety Office also provide EAP

(Please see *Safety Office*, page 8)



K-9s: Constant Training to Stay on Top



Trainer YCO **Bill Buhk** (center) with (l to r) YCO **Eric Temple** and **Cole**, **Doc** and YCO **Kevin Steele**, YCO **Bill Estes** and **Zeke**, YCO **Andy Herrera** and **Ax**.

(From page 5)

CYA.” he added. Sometimes their names weren’t even listed in the programs.

Three years ago the CYA decided to have a full time trainer on the premises. By then Mr. Buhk had become an expert in training dogs and handlers. He knows dogs, men and the CYA.

Training a law enforcement K-9 team is very specialized. The work that the handler and the dog do can sometimes be a matter of life or death. The two must work as one, and according to Mr. Buhk, the handler and dog must know each other and communications

between the two has to be clear and understood. The handler needs to know and sense when his partner is tired, bored, or on edge. He needs to know when the dog isn’t in top shape physically, and yes, mentally. The dog can also sense these deficiencies in the handler.

This isn’t learned through a training session.

It is learned through constant training and working together as a team. The dogs and handlers become a 24-hour relationship. They are not kept in kennels, they live and work with each other.

Buhk’s training techniques have had results. The teams he trained are called on by local, state and federal agencies to assist in joint enforcement operations...they have proved their expertise in law enforcement operations.

At recent competitions -- **Ax** and handler **Andy Herrera** were named the top law enforcement K-9 team by the Western States Police K-9 Association.

Zeke, and his handler YCO **Bill Estes**, came in eighth. The positions are calculated from points given for places they have won in competitions throughout the year in the association’s jurisdiction. They are first and eighth in competitions involving more than 200 K-9 teams.

Comments have gone from “Who are they?” at competitions, to “Oh no, the CYA is here, we may as well not compete.”

Southern California K-9s

The Southern California CYA K-9s may seem a little more laid-back than their Northern California counterparts, but **Rocko** and **Golda** are also making their presence known to other law enforcement agencies.

Sgt. **Tim Putt** is **Golda**’s handler,



The Southern Teams are (l to r) Sgt. **Tim Putt** and **Golda**, K-9 Supervisor Sgt. **Sandra Huyg**, Dog Agitator YCO **Miguel Diaz**, YCO **Juan Lunasco** and **Rocko**

been able to take advantage of various joint-training exercises. The most recent involved the Ontario Police Department Air Support Unit and the Ontario K-9 Unit in a helicopter training exercise. The handlers and dogs had to learn how to approach a helicopter, as a team, with the rotor turning. This involved learning how to carry the dog to board the helicopter; how the dog would handle flying with both doors open during a 45 degree turn; and, sending the K-9s on a deployment upon landing.

The teams of Putt and Golda, and Lunasco and Rocko made an impact with local and federal agencies, at the on-going front in the war on drugs. They have worked with U. S. Customs and Immigration and Naturalization officials at the Mexican border where the teams were exposed to large amounts of narcotics. They were also exposed to working around cars with people in them at the border crossing.

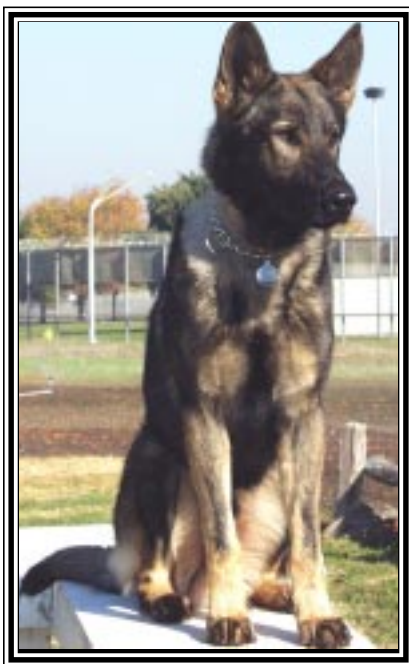
The K-9 teams, along with K-9 Supervisor **Sandra Huyg** were involved in a multi-agency task force serving federal warrants. The team was organized by the Federal Drug Enforcement Agency and the Riverside Regional Narcotics Team. During this operation, Putt and Golda were able to help federal agents detect hidden drug money that was confiscated. Lunasco and (Please see **K-9s**, page 8)



Golda uncovered a stash of drugs hidden in this spare tire during a drug search operation.

and YCO **John Lunasco** belongs to **Rocko**. Adlerhorst International Inc. based out of Riverside trains these teams. The training at this company is P.O.S.T. certified and is used by many law enforcement agencies in California and Arizona.

They are also members of the Inland Empire Canine Association (IECA), and as members, they have



The rookies at NCYCC. Pictured on the left is **Doc**, handled by YCO **Kevin Steele**; above is **Cole**, handled by YCO **Eric Temple**. They were ready for service as of mid-December.

Fred C. Nelles Cadet Corps Leadership School—

Teaching Young Men Discipline, Leadership, Teamwork

The Fred C. Nelles Youth Correctional Facility Cadet Corps is “officially” two years old. Unofficially, it was introduced to wards at the institution in 1983 by Cadet Corps Captain **Armando Robles**, treatment team supervisor. The cadet corps program is operating under the Cadet Regulations of the California Military and Veterans’ Codes. The codes don’t allow for two cadet corps charters in the same school, so Capt. Robles had to wait until the LEAD program was disbanded to apply for his charter.

The cadet corps isn’t just another paramilitary program. Unlike LEAD that maintained short-term commitments, the cadet corps works with wards who volunteered and are in the institution for a number of years. This allows for instilling greater values, discipline, and training that are germane to a military setting.

There are no tracking systems in place at this time to tell whether the cadet corps is an effective deterrent to delinquent behavior. Capt. Robles indicated that he is working on establishing a system to keep track of the cadets that have been paroled. He does point, with pride, to his cadets’

academic accomplishments while they are at Fred C. Nelles.

According to Capt. Robles, classroom training is as important as drill instruction. In fact, the cadets are in classrooms taking courses above and beyond the regular school curriculum. Developing their minds while teaching coordination, precision, and teamwork is the mission.

During the last school quarter, the

cadets were all above the 2.0 GPA-- two of them were at 2.0 GPA, the rest well above the grade point average. The cadets’ academic success was also evident at the last graduation where 22 of the more than 60 graduates were cadets.

The cadet corps establishes its own leadership hierarchy. Just like in any of the nation’s armed forces, reserves, or National Guard, cadets can work

their way up the leadership ranks.

During the week of Sept. 18 - 22, 66 cadets went through the Fred C. Nelles Cadet Corps Leadership School. During the weeklong school, the cadet leaders are provided in-depth basic, intermediate, and advanced leadership training. The cadet leaders learn the qualities and techniques of leadership. The cadet leaders are responsible for training and working with the younger or newer cadets and must, therefore, understand effective communications and training methods. The leadership school gives them the opportunity to develop and practice training management techniques at the unit level, and to gain additional training not available at all unit levels.

There are presently 190 wards enrolled in the Cadet Corps. Capt. Robles and **James “Coach” Brown** started last year with 87 wards, and they hope to end the year with 200 cadets.

The week ended with a graduation program. The cadet heard from YADirector **Jerry L. Harper**, Superintendent **Vivian Crawford**, Assistant Superintendent **Theresa Chavira**, Major **Armando Robles**. The keynote speaker was U. (Please see **Reaching**, page 8)



(l to rt) Coach **James Brown**, Assistant Superintendent **Theresa Chavira**, CYA Director **Jerry L. Harper**, Captain **Armando Robles**, Superintendent **Vivian Crawford**, USMC Gunnery Sgt. **John Rice**.

K-9s Are CYA’s Best



(1 to r) YCO **Andy Herrera** and **Ax** and **Zeke** and YCO **Bill Estes** displayed some of the trophies and awards they have won in competitions they participated in throughout Northern California, Nevada and Oregon. *Herrera and Ax won 1st place and Estes and Zeke came in 8th in points for 2000.*

(from page 7)

Rocko located chemicals used to make meth. This warrant operation brought to an end a 6-month investigation by the DEA.

Training is a constant component to the K-9 teams in Northern and Southern California. YCO Buhk at NCYCC mentioned that the YCOs who are part of the K-9 teams get more training than most YCOs. But the training, whether its done under the tutelage of Buhk at NCYCC, or at the Adlerhorst International in Riverside, it is needed to keep both man and dog in shape, alert, and working as a team. The K-9 officers are, after-all, dogs, and if they are not constantly worked, they will revert to their natural instincts.

The CYA’s K-9 teams in Northern and Southern California had a common goal they have been working on since the programs started. That goal is to be accepted in the law enforcement community as serious, hard working, teams, valuable to any law enforcement

operation. Another factor in involving our teams in so many multi-agency operations was voiced in gathering materials for this story; “It proves to them (other agencies) that we have dogs that can do functions just as well as their dogs,” according to Mr. Buhk. One look at the display of some of the trophies and awards won in competitions by Ax and Zeke also tells “them” that our dogs are even better in some cases.

The CYA K-9 teams differ from those in police-type settings. The police department dog is usually with a partner in a squad car. The CYA dogs, on the other hand, also work inside the institutions. They search for contraband, or help bring calm to tense situations with wards. They are around visitors and in schools doing demonstrations. The teams are around staff, where they are seen as part of the CYA family of corrections specialists. They are corrections specialists, that also excel in the law enforcement world outside the institutions.



YCO Paul Castro and **Buddy** just recently retired from the NCYCC K-9 Unit. Mr. Castro made the sergeant’s list and is moving on with his career after five years working with Buddy on the K-9 Unit. Buddy retires to the life of a family pet after a long and illustrious career that started with his first apprehension when he was 18 months old, a few weeks after being certified. He has a long record of being top-dog in competitions including a First Place Chief’s Trophy.

Retirement is going to be rough on Buddy after five years of getting into the car with Mr. Castro to go to work. Once, Mr. Castro left for a couple weeks vacation and Buddy actually got sick. Mr. Castro admits that just the thought of coming to work without Buddy “bums me out.” He said he will continue to take Buddy to competitions in the Retirement Class to keep him fit and working.

The K-9s are used extensively in the institutions. This is true at the NCYCC in Stockton where there are four insitutions. Since July 1997, the K-9s have been involved in 2,343 different operations in these institutions that include drug searches, parking lot searches, school movements, and backing up institution staff.

During this period they have also been involved in mutual aid operations such as parole sweeps and working with outside agencies. Most of the 77 mutual aid operations were with outside agencies that involved 34 different operations.

During one such operation in February 2000, the dogs helped bring down a major narcotics operation. They helped end a three-week investigation netting three suspects and \$250,000 in meth, marijuana, heroin and cocaine.

The CYA K-9s in Northern and Southern California have come a long way from being looked down upon by their counterparts in other agencies with longer traditions in the K-9 corps. They are now looked at with respect as all-around law enforcement teams. They are a great value to the CYA, and have proved themselves a vital resource for community law enforcement operations.

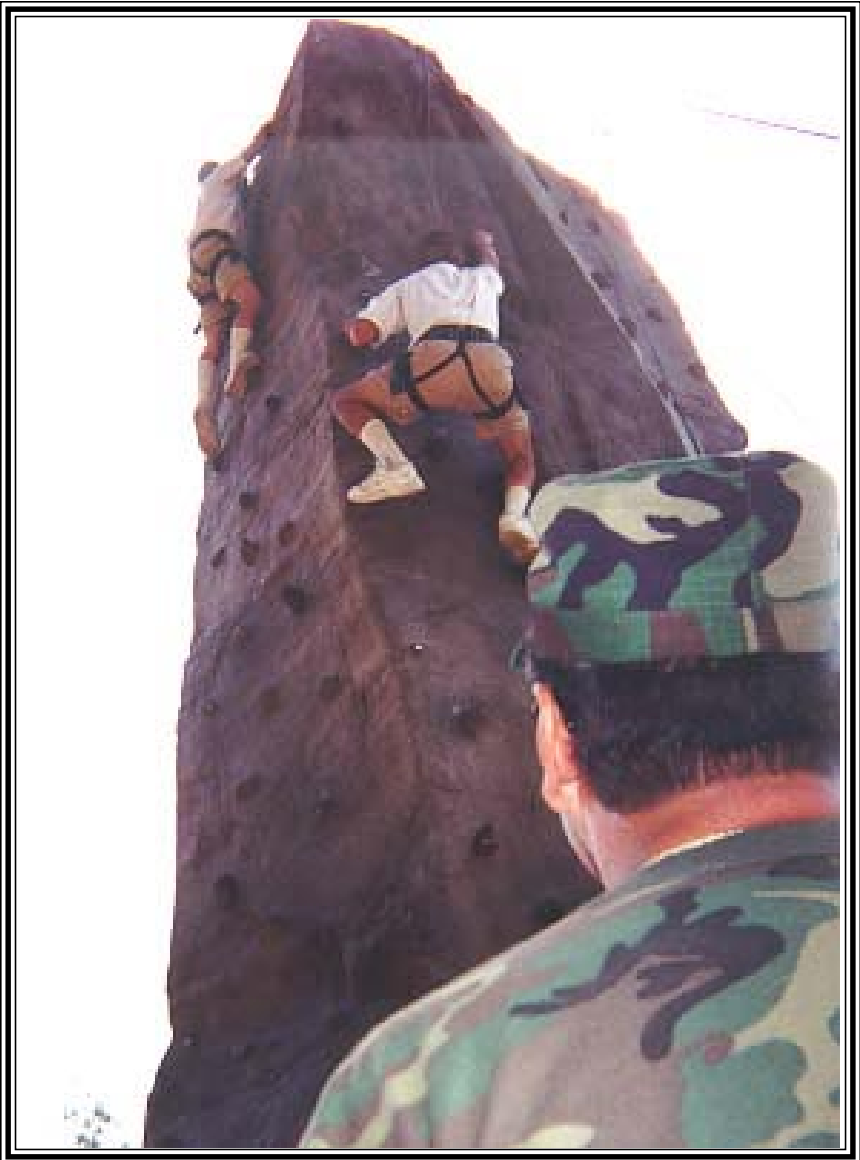
—**Julio C. Calderón**, Editor

Reaching New Personal Heights

(from page 7)

S. Marine Corps Gunnery Sgt. **John Rice** from the Mirimar Naval Air Station in San Diego.

Eight cadets were awarded Commandant’s Citations for exceptional service, and 12 cadets received “Most Improved” ribbons. All of the cadets were promoted to first class, one was promoted to officer candidate and another to second lieutenant.



*The Leadership candidates must pass the physical exercises as part of the class. Here, two wards climb the 24 foot wall under the watchful eyes of Major **Armando Robles**.*

Safety Office...

(from page 6)

and Workplace Violence training.

Field Safety and Return-to-Work staff are responsible for ensuring workers safety through management of the IIPP. When injury occurs they are responsible for trying to return the injured worker back to work.

In addition to this, field staff are responsible for reviewing policies and training provided by the Headquarters Safety Office. They are members of the site Safety Committee and ensure IIPP compliance and Safe Work Practices.

For Safety Information, call (916) 262-1451.

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